Living the Vision:  

On Partnerships

partner·ship n.

1 a legal relation existing between two or more persons contractually associated as joint principals in a business.

2 a relationship resembling a legal partnership and usually involving close cooperation between parties having specified and joint rights and responsibilities.

Personal Background

• Thirty years in concessions management;
• Began career with ARAMARK;
• Currently with Delaware North Companies Parks & Resorts.
Personal Background

• Father worked in CCC;
• Federal program instituted by FDR to alleviate the poverty and unemployment caused by Great Depression;
• Worked in Shenandoah National Park.

“Our greatest task is to put people to work.”
Franklin D. Roosevelt, March 4, 1933

Personal Background

• Father was first concessions manager at Shenandoah;
• My brothers & I worked there;
• I found a way to stay in national parks.

Delaware North Companies

• Began in 1915 by three immigrant brothers;
• Started in Buffalo, NY.
• They shined shoes, sold newspapers and concessions.

Delaware North Companies

• Detroit Tigers – 1930;
• First professional sporting contract;
• Beginning of Sportservice, Delaware North flagship business.
“In baseball, everyone is a brother….”

Louis M. Jacobs, ca. 1930

Delaware North Companies
Parks & Resorts

- Began in 1993 with contract for Yosemite National Park;
- Parent company’s operating philosophy translated to new parks business;
- Worked to change bid process.

Milestone:
Delaware North assumes responsibility for visitor services at Yosemite and acts as a catalyst for change.

How Our Bid Differed
- Promise of 15% return vs. 1%:
  - Capital improvement fund;
  - $61MM buyout of previous concessionaire’s investment in the park;
  - $12MM environmental project.
We’ve Gone Beyond Our Promise

- Return is about 17% or $140MM over the course of 10 years;
- Voluntary investment of $40MM;
- Development of GreenPath® - award-winning, internationally recognized environmental management system.

We have no preferential right of renewal clause.

National Park Service Concessions Management Improvement Act of 1998

- Invites high quality, competitive bids;
- Protects small companies.

“The most rewarding relationships are the ones in which there is collaboration and respect, and trust between both parties that the basics will be taken care of.”
Kennedy Space Center Visitor Complex

- Began operating in 1995;
- Mission: “to tell the NASA story and inspire all people to support the exploration of space.”

$140MM investment;
$37MM Apollo/Saturn V Center;
Innovative programs:
  - Dine With an Astronaut;
  - Astronaut Encounter;
  - Overnight Adventures.

“Delaware North changed the face of NASA by doing what most people didn’t think could be done.”
Gene Cernan, 2003
Kennedy Space Center Accomplishments

• Attendance grew from under 1.5MM to 1.85MM in under two years;
• Won themed entertainment awards;
• Named “Best Day Trip;”

Kennedy Space Center Accomplishments (cont.)

• Named number-one family destination in the United States;
• More changes planned.